The Harvest Foundation
President
Position Specification
Although all reasonable steps have been taken to ensure that this report is neither inaccurate nor misleading, its accuracy cannot be guaranteed and accordingly all liability for reliance on the contents of this Position Profile (or any part) is hereby excluded.

Neither the whole nor any part of the Position Profile may be communicated to any third party or published without our prior written consent.

Please keep the contents of this document in strictest confidence.
# Position Specification

## Role Specifics

<table>
<thead>
<tr>
<th>Role Specifics</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
<td>President</td>
</tr>
<tr>
<td>Company</td>
<td>The Harvest Foundation</td>
</tr>
<tr>
<td>Location</td>
<td>Martinsville, Virginia</td>
</tr>
<tr>
<td>Reporting Relationship</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.theharvestfoundation.org/">http://www.theharvestfoundation.org/</a></td>
</tr>
</tbody>
</table>

The Harvest Foundation was established in 2002 from the sale of Memorial Hospital and is committed to honoring the legacy of the hospital by being good stewards of the foundation's assets and by using these assets to produce resources for the citizens of Martinsville and Henry County. The Harvest Foundation seeks to inspire, invest in, partner with and support community initiatives in health, education, and community vitality. Our goal is to support Martinsville and Henry County as a place where everyone has the opportunity to live, work, and play.

## Mission

The Harvest Foundation researches and responsibly invests in programs and initiatives to address local challenges in health, education, and community vitality.

## Vision

The Harvest Foundation is dedicated to making Martinsville / Henry County the community of choice by enhancing opportunities and quality of life for all its citizens.

## Values

- Honest in its relationships.
- Accountable for its actions.
- Responsible to its publics.
- Visionary in its approach.
- Efficient in its operations.
- Supportive of the common good.
- Transparent in its dealings.

The Harvest Foundation – President
Harvest is strategically focused on economic development to improve our community’s health, educational opportunity and quality of life.

Our three programmatic goals are:
1. Workforce
2. Investment
3. Advocacy

The Harvest Foundation – President
Workforce
To encourage economic growth in MHC and to meet the workforce needs of area businesses, the Harvest Foundation will support programs and initiatives that increase the number of individuals with the skills, resources and qualifications to enter the MHC workforce.

Strategies
• Provide support to programs increasing the number of individuals with degrees, diplomas and certifications
• Support industry-specific training programs
• Provide support to programs readying individuals to reenter the workforce after an extended leave
• Provide support to improve early learning environments

Investment
To spur economic growth in MHC, the Harvest Foundation will support programs and initiatives that lead to increased investment into MHC resulting in an increase in the overall MHC tax base.

Strategies
• Support industry recruitment programs geared toward increased investment in MHC
• Support small business growth and development through micro-lending, entrepreneurial training and other programs/services

Advocacy
The Harvest Foundation will advocate for collaborative partnerships and innovative solutions that increase leveraged investment in MHC for community projects and programs that support economic development

Strategies
• Support MHC organizations to secure funding for physical/streetscape improvement projects that enhance our community’s appeal and attractiveness to investors and businesses
• Advocate for federal, state, county, city and industry resources to support these community projects and programs

The Harvest Foundation – President
Our Community

The City of Martinsville is located centrally in Henry County within the southern Piedmont region of Virginia. Our rural community is located within a one-day drive for 60% of the U.S. population and within 50 miles of Roanoke, Virginia and Greensboro, North Carolina.

Henry County consists of 385 square miles and shares its borders with Patrick County, Virginia to the west, Franklin County, Virginia to the north, Pittsylvania County, Virginia to the east, and Rockingham County, North Carolina to the south.

Nestled in the foothills of the majestic Blue Ridge Mountains, our region is home to spectacular views of wooded hills, plush green valleys, pristine rivers, and tranquil lakes. With its beautiful location and rich history, Martinsville and Henry County is home to some of the finest recreational and cultural opportunities in the country, including the picturesque Philpott Lake – a 2,900-acre area with rentable boat slips and 100 miles of shoreline that includes space for hiking, camping, boating, fishing and swimming, a world-class trout stream, a Smithsonian-affiliated museum of natural history, a first-class art center, and an emerging artisan community.

In addition to outstanding natural and cultural tourist attractions, one of Martinsville’s greatest assets is the Martinsville Speedway. Opened in 1947, this infamous paper clip-shaped short-track features tight 588-foot turns and 800-foot straight-aways. Now owned by NASCAR, Martinsville Speedway conducts three major race event weekends each year. The track annually hosts a NASCAR Cup Series race in the spring and in the fall, in addition to the NASCAR Gander Outdoors Truck Series race in the spring and in the fall and the ValleyStar Credit Union 300, NASCAR's biggest, richest and most prestigious Late Model Stock Car race. The spring 2020 race will be held at night under the racetrack’s state-of-the-art LED lighting system. Each event brings thousands of people into Martinsville and Henry County.

With a combined population of around 68,000 people, Martinsville and Henry County is home to three high schools, three middle schools, twelve elementary schools, and one private school welcoming students from ages preschool to grade twelve. While our community has faced many economic challenges and changes over the years, we are once again rallying with renewed hope. In the past decades, the community has celebrated the development of the New College Institute and its new state-of-the-art facility located in the heart of uptown Martinsville, the opening of the Virginia Museum of Natural History, the announcement of new recreational opportunities, including The Smith River Sports Complex, walking and biking trails, as well as

The Harvest Foundation – President
significant corporate investments. Even though Martinsville and Henry County may be small, as a community we are ecstatic to watch this place we call home prosper.

Our History

The Martinsville and Henry County area originally was inhabited by Native Americans who traveled the “Great Warrior Path” and created seasonal villages within the valleys and along the creeks and rivers of the region. The path, which would later be termed the “Wilderness Road” and the “Great Carolina Road,” roughly followed the current route of Highway 220 and was used as a hunting and trading route by the Native Americans. Although historians don’t know which tribe originally settled in this area, archaeological evidence suggests that later tribes were likely of the Siouan linguistic group, including the Saura, Tutelo, Saponi, and Occaneechi.

The initial European settlement of this area was in the early 1700s and consisted of a diverse group of settlers including Germans, Welsh, Scots-Irish, and English, as well as Africans, and coincided primarily along the road. The first documented accounts of the area were by William Byrd, who surveyed the border between North Carolina and Virginia in 1728. Beginning in the 1740s, thousands of settlers traveled through Henry County on their way to the Moravian Wachovia Tract (currently Winston-Salem, North Carolina) from Pennsylvania.

In 1756, Fort Trial was built along the Smith River in order to provide protection for frontier settlers during the French and Indian War. The fort would later be visited by George Washington in 1757 during his time as the State Militia Commander. In the following years, settlements in the area increased greatly, and the region soon became known for its tobacco production.

Henry County was officially established in 1776 after its population reached a size that warranted the development of a new judicial seat and the separation from Pittsylvania County. Previously named Patrick Henry County after Patrick Henry, who lived in the area from 1780 to 1784 while serving as Governor of Virginia, the county was separated into the two individual counties of Patrick and Henry in 1790.

Originally known as Henry County Court House, the City of Martinsville was later named after American Revolutionary War General Joseph Martin, who built Scuffle Hill Estate on the Smith River within the city’s southern limits. The city was incorporated as a town in 1873 and reached city status in 1929. As the county seat, Martinsville quickly grew as the cultural and social hub of the county, especially for the African American community, which centered around Fayette Street.

The Harvest Foundation – President
Originally an agricultural community producing mainly tobacco, Henry County and Martinsville soon became one of the world’s foremost producers of furniture and textile items. The earliest manufacturing in Martinsville came from tobacco factories including; The Penn & Watson and J.S. Townes Tobacco factories, the Spencer Brothers Plug & Twist Tobacco Factory, and the Wm. Semple & Co. Leaf Tobacco Factory in the 1800s. Due in part to these early factories, the construction of the Danville and Western Railroad, and the relocation of Freed Men following the Civil War (the fifty years from 1900 to 1950), led to rapid growth within Martinsville, from a population of 3,000 people to one of 17,000. This population boom supported the additional industries of furniture and textiles, which helped the community survive the great depression of the late 1920s and early 1930s.

Shortly after World War I, DuPont built a chemical manufacturing plant in Martinsville. The subsequent booming chemical industry played a critical role in Martinsville declaring itself an independent city in 1929. Later, DuPont would play another significant part in the development of Martinsville, by establishing a large manufacturing plant for nylon and jump-starting the growth of the textiles industry in the area. Once known as the “Sweatshirt Capital of the World,” Martinsville would later lose the majority of its textile industry due to the changing global economic conditions in the early 1990s.

Over the past 20 years, the community of Martinsville and Henry County has completely transformed its economy from a predominately furniture, textile, and agricultural economy to a more diversified economy that includes plastics manufacturers, food processing facilities, and high-tech metal productions. The county’s homegrown companies of Bassett Furniture and Hooker Furniture remain today and have been joined by new advanced manufacturing and technology businesses, including Eastman Chemical Company, Arconic, Hardide Coatings, Drake Extrusion, Monogram Food Solutions, Starsprings USA and many more.

Additional efforts to revitalize the Uptown district and preserve the history of the community have taken place with the development of Fayette Area Historical Initiative, the Martinsville-Henry County Historical Society, and assistance from the National Trust of Historic Preservation and the Virginia Foundation of the Humanities.

**Key Responsibilities**

The President of The Harvest Foundation collaborates with the Foundation board, staff and local community to initiate transformative change. The President is a community leader well versed in the leadership and management of nonprofits in general and of grant-making organizations in particular.

The President will be tasked with forging strong relationships with the Martinsville/Henry County community as well as working with the city/county agencies and various industry partners to understand the needs of the community. The Foundation is in its fourth year of a five-year strategic plan. The new President will continue to execute on this plan while gauging areas
within which the foundation should focus its attention moving forward. The President will be a supportive leader to the staff, promote constructive and collegial collaboration among departments and be a steward of the assets of the foundation.

**GENERAL RESPONSIBILITIES:**

- **Board Governance:**
  - Works with board in order to fulfill the organization’s mission.
  - Responsible for leading The Harvest Foundation in a manner that supports and guides the organization’s mission as defined by the Board of Directors.
  - Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

- **Financial Performance and Viability:**
  - Develops resources sufficient to ensure the financial health of the organization.
  - Responsible for the fiscal integrity of The Harvest Foundation, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
  - Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
  - Responsible for developing any other resources necessary to support The Harvest Foundation’s mission.
  - Secures advice and counsel for the Board for development of investment policies and strategies.
  - Identifies expertise to administer effectively the Foundation’s Investment Portfolio subject to the investment policies, and implements strategies authorized by the Board of Directors.

- **Organization Mission and Strategy:**
  - Works with board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.
  - Responsible for implementation of The Harvest Foundation’s programs that carry out the organization’s mission.
  - Responsible for strategic planning to ensure that the plan can successfully fulfill its Mission into the future.
  - Responsible for the enhancement of The Harvest Foundation’s image by being active and visible in the community and by working closely with other professional, civic and private organizations.

- **Organization Operations:**
  - Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.
  - Responsible for the effective administration of The Harvest Foundation’s operations.
  - Responsible for the hiring and retention of competent, qualified staff.
Overssees human resources of the Foundation in accordance with policies approved by the Board.

Assesses annually the performance of staff and reviews compensation and benefits.

Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

**Stewardship:**

- Creates an environment of accountability, ensuring careful and responsible management over, and appropriate use of, the Foundation’s assets.

### Professional Experience/Qualifications

The Harvest Foundation seeks a passionate leader who values the mission of the organization. The organization is seeking a highly credible, proven, proactive, dynamic and dedicated leader with a minimum of seven years of executive leadership experience in the nonprofit and/or for-profit sectors.

Other desired qualifications and leadership characteristics include:

- Senior leadership experience working within a grant-making non-profit organization.
- Strong budget management experience to effectively oversee the resources designated for grant making in support of the local community.
- Demonstrated experience managing a diverse staff. Experience in running a small staff with a hands-on approach as needed to ensure priorities and deadlines are met within limited resources.
- Strong communication skills, both oral and written, with an infectious enthusiasm for the mission and the ability to engage and inspire others.
- Ability to establish and maintain effective working relationships with the Board of Directors, staff, community groups and other related agencies, and be a fixture in the community who is inspirational and a proactive connector.
- Experience in community activities and relations including strong communication skills, relationship and partnership building skills, and negotiation and listening skills.
- Bring a deep respect for the grantees which the foundation supports in the community. Someone willing to build relationships across the community.
- Ability to bring together diverse groups with competing needs and agendas.

Among the attributes being sought are the following:

- Deep commitment to personal integrity and ethics.
- Strengths in trust, empowerment, initiative, collaboration, and community outreach.
- Proven competency in people management, team building and community building.
- Deeply ingrained appreciation of and respect for the values of a rural community.
- Ability to analyze the challenges facing the local community, competency to identify the root causes of those challenges, and ability to develop creative strategies to address those root causes.
- Demonstrated affinity for The Harvest Foundation’s vision, mission and philanthropic objectives.
- Executive management skills commensurate with the needs of a nine-figure endowment.
- Passion for continuous improvement, both personal and organizational.
- Respect for diverse interests and constituencies.
- Experience either reporting to a highly engaged board of a significant non-profit or as a member of such a board.
- A management style that is engaged without being overwhelming, confident without being arrogant, service-oriented, and results-driven.
- Excellent verbal and written communication skills.

CORE COMPETENCIES:

- Collaboration/Partnership skills
- Communication skills
- Decision-making skills
- Governance expertise
- Management experience
- Organizational Development expertise
- Strives to always improve Personal and Professional Development skills
- Planning expertise
- Vision Setting expertise

Education:

An undergraduate degree or commensurate experience required. Advanced degree is desirable in Law, Finance, Business or Nonprofit Management.
## Korn Ferry Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Jodi Weiss         | Practice Leader, Nonprofit & Higher Education Practice | T – 202.955.5943  
                         |                               | [Jodi.Weiss@kornferry.com](mailto:Jodi.Weiss@kornferry.com) |
| Adolfo Minoso      | Managing Consultant, Nonprofit & Higher Education Practice | T – 786.425.8929  
                         |                               | [Adolfo.Minoso@kornferry.com](mailto:Adolfo.Minoso@kornferry.com) |
| Jordan Williams    | Managing Associate, Nonprofit & Higher Education Practice | T – 630.220.7182  
                         |                               | [Jordan.Williams@kornferry.com](mailto:Jordan.Williams@kornferry.com) |
About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,500 colleagues deliver a variety of services. Visit kornferry.com for more information.